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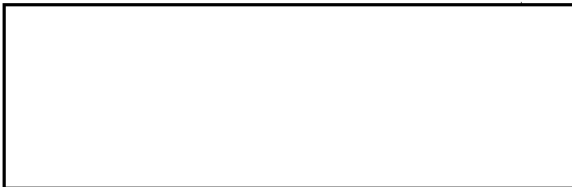
8 June 1981

MEMORANDUM FOR: Director of Data Processing

FROM :   
Acting Chief, Management Staff, ODP

SUBJECT : Career Development Plan for  
Management Staff

Attached for your review is the Career Development Plan for  
Management Staff. I apologize for the long delay.   
extended sick leave made developing this plan particularly  
difficult.



Attachment: a/s

cc: EXO/ODP  
AC/Admin/ODP  
PO/ODP  
C/P&BG/ODP  
Management and Administrative Panel File  
Members of the ODP Mag.

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15 May 1981

CAREER DEVELOPMENT PLAN  
FOR  
MANAGEMENT STAFF

A. PURPOSE

To ensure that the Office of Data Processing (ODP) Management Staff has the proper mix of skilled employees to carry out its mission and functions and to ensure that every employee is afforded an equal and reasonable opportunity to advance in his/her career and to be recognized for contributions to the Agency.

B. POLICY

This plan and its implementation conform to ODP's basic personnel policy. Simply stated, this policy is that each individual will be given equal and reasonable opportunity for employment and career advancement, consistent with the individual's abilities and performance, and the needs of the Agency, without regard to the individual's race, color, religion, sex, age, national origin, or handicap. Promotions and assignments will be made on a competitive basis. ODP will continue its tradition of providing developmental opportunities and support to employees who demonstrate potential and drive for assignments with greater responsibility.

C. REQUIREMENTS

This Career Development Plan was prepared for the Office of Data Processing, Finance, and Security (MZ, MF and MS) careerists assigned to the Management Staff. In particular, this plan is for the following

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The Management Staff has a requirement for C/MS, C/P&BG, and C/P&PG. These three individuals should come from a background that is described below for the other professional MZ careerists and in addition to those qualifications, the individuals must have demonstrated their ability and desire to manage. They are recommended for their positions by the MZ Career Board.

The Policy and Plans Group has a requirement for three experienced data processing professionals with varying skills and backgrounds for the execution of its mission. Two computer specialists will support the overall mission and one will be designated ODP Planning Officer. The mission of P&PG falls into five broad areas: evaluation of proposals for the acquisition of data processing equipment and services; policy development and special duties related to the management of ADP resources; long-range data processing planning; security policy; and security studies of ODP computer systems. The individual in the planning officer position will be responsible for the office long-range plan; the other two individuals will be generalists supporting the overall group mission.

Individuals in the computer specialist and planning officer categories are expected to be ADP professionals with broad experience in ADP systems and hardware. Particular emphasis will be placed on knowledge of current ADP issues and technologies; e.g., office automation, distributed processing and minicomputers. Interaction with senior ODP, Agency and Government managers will be required. Individuals must possess mature judgment, excellent analytical skills, and good written and oral communication skills.

There also is a requirement in Policy and Plans Group for one part-time administrative assistant to assist the computer specialists in their duties. The administrative assistant will be responsible for the logging and tracking of ADP procurement actions and administering the Management by Objectives (MBO) program and other duties, as assigned. This individual should be familiar with ODP's VM timesharing system and be trained in or have an aptitude for training in the RAMIS database management system which is used with the procurement tracking database (TRACK).

The Policy and Plans Group also has a requirement for one full time security professional (MS Careerist) to advise ODP on security matters, formulate security policy and plans, and supervise ODP security clearance activity. The security

professional is aided by a part-time administrative assistant who supports the badge control system and the processing of clearances and badges for contractors working in ODP.

There is a continuing requirement for one computer specialist in the Program and Budget Group to coordinate the production of the Project Activity Report, manage the ADP Management Information System and to analyze information from users specifying their requirements for ADP services and computer terminals. This position requires a working knowledge of ADP equipment and its cost, ODP's system for identifying ADP projects, and all the ADP services ODP provides to its users. A mathematical aptitude for working with large volumes of statistical data is essential. In addition, a writing skill is necessary in order to develop and edit the information contained in the Project Decision Forms prepared for the Agency Executive Committee's annual review of ADP. Also, a writing skill is necessary to produce the concise summary and analysis of several hundred pages of terminal requirements for senior ODP management review, to prepare condensed descriptions of ADP projects for the Project Register, and to complete a monthly summary and analysis of the Project Activity Report. An ability to deal effectively with a wide range of personnel is required because of contacts with component ADP Control Officers and ADP users at various grade levels.

There is a continuing requirement for one senior budget officer and an assistant budget officer (MF Careerists) in the Program and Budget Group to control and coordinate the execution of the office's operating year budget.

Management Staff has a requirement for one senior secretary (GS-07) and a part-time clerk/typist to provide secretarial/clerical support. These individuals must have the maturity and skills to work in the ODP Front Office environment and be able to perform their assigned tasks with a high degree of professionalism frequently within short deadlines.

D. PLAN TO SATISFY REQUIREMENTS

1. Acquisition

a. ODP Internal Transfers

Internal transfers will be the primary source for P&PG computer specialists and the planning officer. These positions will

be rotational assignments. The individuals would come from Applications, Processing or Special Projects Staff and have a broad ADP background and interest in and knowledge of current ADP technology and issues. Project management experience and experience as a COTR would be particularly useful for the computer specialist positions. Planning officer candidates would have demonstrated a knowledge of Agency ADP issues and requirements and an in-depth familiarity with technology trends. All candidates would have demonstrated effective written and oral communication skills, sound judgment, and strong interpersonal relations skills in previous assignments. The available positions are in the GS-12 to GS-14 range.

The computer specialist position in P&BG will be filled by an applicant from within ODP who has a minimum of three years of ADP experience. Applicants should possess specific knowledge in the areas of ADP equipment and its cost, computer-generated accounting data, and ADP services provided to users. Also, the applicant should have a mathematical aptitude; to include the ability to work with large volumes of numeric data and pay meticulous attention to detail. Formal training would normally be required only to enhance basic capabilities to use ADP services to input data and produce reports using a database management system such as RAMIS.

The part-time administrative assistants will come from within ODP if possible. The senior secretary and clerk/typist also are preferably ODP careerists. All should have the ability to deal in a professional manner with senior ODP and Agency managers.

b. ODP External Transfers

Other Agency ADP units could be a source for recruitment for the P&PG and P&BG computer specialists. Office of Logistics

procurement specialists could be employed in one of the P&PG computer specialist positions. The same qualifications would be required as for ODP internal transfers.

The professional security officer will be provided by the Office of Security on rotational assignment. He or she should have recent experience with the Information Systems Security Group (ISSG/OS).

The senior budget officer and the assistant budget officer will be provided by the career service (MF) of the Office of Finance on a rotational basis.

If suitable part-time administrative assistant candidates, senior secretarial or part-time clerk/typist candidates are not available within ODP, external transfers of qualified individuals are acceptable.

c. External Recruitment

Generally not used. The exceptions are the part-time administrative assistants and clerk/typist positions, if suitable Agency candidates are not available.

2. Indoctrination

Since there generally is no external recruitment, the only indoctrination will be for non-MZ careerists through courses such as ODP Orientation and on-the-job training in ODP policies, plans and procedures. (The occasional external recruit will also be sent to Introduction to CIA).

Newly assigned security personnel will work directly with the person being replaced for on-the-job training. A minimum of 2 weeks will be allowed but more is desirable. They will be included in the ODP Orientation Program.

The Office of Security will continue to schedule career development courses for professional employees. Both the security officer and his or her administrative assistant will be directed to specific ODP courses that are related to their current assignment.

Since the security position is a rotational assignment for professional MS employees, no developmental assignments will be made.

Newly assigned finance officers will work directly with the person they are replacing in an on-the-job training basis. At least one week's overlap will be provided for assistant finance officers and at least two weeks overlap will be provided for senior finance officers. It is assumed that these officers will have the basic skills required for their positions. However, the unique skills necessary to work in ODP will be picked up within the first six months. New finance officers will be included in the ODP Orientation Program.

All other new MS personnel, computer specialists, administrative assistants, secretarial and clerk/typist personnel will have their overlap period requirements determined on a case-by-case basis.

#### E. SKILLS ASSESSMENT

##### 1. PAR

The Performance Appraisal Report will be the primary method of skills assessment. In addition, career service evaluation worksheets will be used when provided.

##### 2. Competitive Ranking

MZ careerists, GS-12's and below, and not on rotation, will be ranked by the Management and Administrative Panel. MZ careerists, GS-12 and below, on rotation, will be ranked by their parent component panel. GS-13's and 14's will be ranked by the MZ Career Board. Non-MZ careerists will be ranked by the procedures of their own career service.

F. EMPLOYEE COUNSELING

An Annual Work Plan (AWP) will be prepared for each MZ, MF, and MS careerist within two months after assignment to Management Staff and revised or new AWP's prepared at the appropriate interval. Supervisors will conduct interim discussions with their employees about progress made toward achieving the goals set forth in the AWP.

Each employee in P&PG is free to arrange for an in-depth counseling session with the Chief, P&PG or the Chief, Management Staff. The Executive Officer, ODP, is also available to discuss career development. The counseling sessions may be used to discuss employee performance or any problems an employee is having with assignments or co-workers. In addition, counseling sessions are useful for discussing employee career goals and career development.

In all cases, the counselor will use his or her personal knowledge of the employee's performance and assignments as well as the most recent PAR and AWP. The counselor will also provide guidance on career development issues. This guidance will be based on first-hand observation of performance and familiarity with employee career goals in conjunction with knowledge of ODP and Agency career opportunities. The counselor will be generally familiar with, or can determine, available or potentially available positions and the qualifications they require, as well as internal and external training possibilities.

No written record will be kept of counseling sessions unless the employee requests a record or, in the judgment of the counselor, a serious issue or difference of opinion on employee performance, relationships with co-workers or career potential has emerged.

In the Programs and Budget Group, counseling for the computer specialist will be provided by the Chief several times during the year. In addition, the computer specialist is free to arrange for a counseling session with Chief, Management Staff or the Executive Officer, ODP. The frequency will depend upon the employee's performance on tasks included in the Annual Work Plan and upon special situations as they arise.

Career counseling will be provided by the Office of Security Career Service for security professionals. Additional counseling may be provided by C/P&PG when appropriate. The part-time security administrative assistant will be provided counseling by the security officer and the Chief, P&PG, as appropriate.



The MF Career Service will provide basic career counseling for their careerists in ODP. The Chief, Program and Budget Group will provide counseling in order to assist finance officers in their specific assignments while on rotation to the Program and Budget Group.

G. TRAINING

1. ODP Internal

It is expected that MZ employees will continue to take career development courses including ODP internal courses.

The MF and MS Career Services will schedule finance and security careerists for basic career development courses. ODP will schedule the finance and security careerists for specific ADP-related courses, such as courses on RAMIS, which are necessary for them to perform their assignments while on rotation.

2. OTR Internal

Management Staff personnel have available to them the following courses: Project Officer in the Contract Cycle, CIA Financial Systems and Midcareer, as appropriate.

3. External Training

Government and commercial courses and seminars on ADPE procurement, planning, policy and security are available for P&PG personnel.

4. External Academic

The following courses are also available, as appropriate, for Management Staff personnel: University courses and professional development seminars on ADP technology, planning, security and installation management.

5. Expanding Experience

The available tasks in the Policy and Plans Group run the gamut of professional ADP skills and expertise. Members of the MZ career

family will be offered opportunities to solve diverse problems in line with their capabilities and experience. The responsibility and complexity of assignments will be increased as the individual matures in his or her position.

Although there will be no assignments outside of the Program and Budget Group for MF careerists, there will be opportunities for challenging new tasks within the group such as the recent development of the Unobligated Funds Tracking System and Automated Invoice Tracking System. New and creative uses of ADP services will be encouraged as a means to increase productivity.

#### H. PLACEMENT/ASSIGNMENT

Policy and Plans Group has no external positions that require planning for such placement. The two computer specialists positions and the planning officer position are filled by rotation from other ODP components when a position becomes available. The two administrative assistants, the secretarial and clerk/typist positions are filled on a non-rotational basis from other ODP components or other Agency components, if required.

The computer specialist position in the Programs and Budget Group is a rotational position and is filled by rotation from other ODP components.

Assignments of MF and MS careerists are rotational and based upon recommendations of the MF and MS career services.

#### I. CAREER PATHS

See attached chart for MZ professional personnel.

For MF and MS professionals, career paths are determined and monitored by the parent organization.

Clericals and administrative assistants can either elect to work toward a technical/professional position in ODP or apply for a position at a higher grade within the clerical field. The Agency vacancy notice system is, of course, available for all employees.

J. ROLE OF SUPERVISORS

In Policy and Plans Group, the Chief is the computer specialists' and administrative assistants' immediate supervisor. The Chief, P&PG in turn, reports to the Chief, Management Staff for guidance and tasking. The Chief, MS is available for counseling with P&PG employees and for consultation and discussion if any employee so desires. The Chief, P&PG has available to him the full range of OTE offerings in the management and supervision area. Courses will be taken on the basis of the Chief's evaluation or on the recommendation of the Chief, Management Staff.

The Chief, Program and Budget Group is supervisor of one computer specialist. The Chief directly tasks the employee and observes the employee's performance on a daily basis. Therefore, C/P&BG has all the necessary knowledge to write the employee's Performance Appraisal and assessment of potential and to provide counseling. The Chief, Management Staff is the reviewing officer for the employee's Performance Appraisal and is available as a safety valve for venting job concerns or dissatisfaction. C/MS is very familiar with the employee's assignments and performance.

Because of the specialized nature of the security role, the C/P&PG will concentrate on providing the ODP Security Officer policy and technical guidance and in improving the understanding and cooperation within ODP on security matters. The ODP Security Officer also supervises one administrative assistant who specializes in security matters. The senior finance officer will be supervised by the Chief, Program and Budget Group and the assistant finance officer will be supervised by the senior finance officer.

The Management Staff senior secretary and the clerk/typist report to the Chief, Management Staff. They, however, receive their daily tasking and performance evaluations from the Chief, Policy and Plans Group due to their physical location in the P&PG office area.

K. ROLE OF EVALUATION PANELS

Evaluation Panels exist for the major components of ODP (Processing, Applications, Special Projects, Management and Administrative Staffs). Panels serve as management advisors responsible for developing annual competitive rankings and recommending personnel actions for careerists through GS-12 within their respective components. The MZ Board performs

this function for GS-13 through GS-15 careerists. The Management and Administrative Staff Panel is chaired by Chief, Policy and Plans Group and has these additional voting members: Chief, Program and Budget Group, Chief, Administrative Staff, and the Executive Officer. The Personnel Officer serves as a non-voting advisor to promote uniformity among the Panels. Chief, Management Staff, as an MZ Board Member, serves as ex officio member of the Management and Administrative Panel, attending meetings when requested by the Chairman.

The finance and security officers will be evaluated by the MF and MS Career Services, respectively. Employees on rotation to MS are ranked by the panels associated with their parent organizations.

CAREER PATHS FOR MZ PERSONNEL

	Directorate ADP Control Officer	Office ADP Control Officer	Processing Division Chief	Applications Division Chief	Processing Deputy Division Chief	Applications Deputy Division Chief	SPS	Comptroller Staff	DDA Management Staff	IRO/RMS	ODP Rotational Staff	Applications	Processing	C/P&BG-	C/P&PG	Planning Officer	Computer Specialists
C/P&BG	X		X	X	X	X	X	X	X	X					X		
C/P&PG	X		X	X	X	X	X	X	X	X				X			
Planning Officer		X			X	X	X	X	X	X		X	X	X	X		
Computer Specialists	X				X	X	X			X	X	X	X	X	X	X	